

Public Works Academy of Seminole County

MANAGEMENT/ADMINISTRATION COURSE MODULES (G)

➤ Permitting/Right-of-Way (2 hours) /

Performance Objectives:

- Understand what a permit is. (what does the fine print mean?)
- Identify which activities require a permit.
- Understand where the responsibility lies with each party.
- Understand how the permitting process can reduce damage to infrastructure, injury and loss of life. (Understanding the applicant/contractor abilities and the construction activity)
- Defining Right-of-Way.
- Discussing types of right-of-way and easements
- Reading and interpreting plat dedications.
- Reading and interpreting tax maps.
- Searching public records.
- Discussing how government acquires right-of-ways.

➤ Contracting/Bidding (4 hours) /

Performance Objectives:

- Understand purchasing laws to include contract law, warranties, and transfer of title and risk.
- Identify sources of vendor information.
- Evaluate and select vendors.
- Describe price and cost negotiation techniques.
- Assess the characteristics of successful negotiators.
- Describe the competitive bidding process and bidding ethics.
- Assess the significance of quality in purchasing.

➤ Budget/Cost Control (6 hours) /

Performance Objectives:

- Describe the role of budgeting in management planning and control
- Describe the cost behavior patterns (fixed vs. variable costs and cost drivers)
- Understand the planning of capital expenditure budget
- Understand the role of activity-based budgeting and cost management
- Implement responsibility reporting (accountability measures)

➤ Advanced Customer Service (8 hours) / PDV 0123

Course Description: This course will expand on the psychology of customer service, what effects it has on you and the customer and what techniques can be used to deal with that difficult customer.

Performance Objectives:

- Learn essential customer service concepts, most notably that customer service is a key differentiation between you and your competitors
- Examine the "Caring Responses" and develop effective communication skills to build on the foundation models
- Sharpen observation skills and learn to effectively manage customer experience by listening, responding to behaviors and looking for ways to create a memorable interaction
- Examine strategies for dealing with challenging customers
- Recognize the positive and negative effects of stress

Outline:

- I. Positive Attitude
- II. Customer Needs
- III. Time And Customer Service
- IV. Communication

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- V. Listening
- VI. Feedback
- VII. Managing The Customer Service Experience
- VIII. Communicating With Customers
- IX. Handling Difficult Situations
- X. Stress Management

➤ Management/Supervision (Team Concept) (12 hours--3 modules) (12 hours) /

Performance Objectives:

Building A Foundation of Trust

- Identify several behaviors that will increase the level of trust team members have in the leader.
- Explain the "Four Phases of Team Development" and the changes a team goes through during each phase.
- Explain how the Basic Principles can increase the level of trust team members have in the leader.
- Use the Basic Principles to increase the level of trust team members have for the leader.

Challenges of Team Leadership

- Discuss the specific organizational conditions creating the need for a new leadership role.
- Describe how to overcome obstacles to effective leadership in a team environment
- Describe the new role of the leader in a team-oriented environment

Expanding Your Team's Capabilities

- Assess a team's readiness to take on new tasks.
- Plan how to best prepare teams to take on new tasks.
- Set effective task boundaries with teams.
- Obtain a team's commitment to take on new tasks.
- Coach teams as they progress and take action as needed.
- Monitor a team's progress and take action as needed.
- Provide teams with the interpersonal, administrative, and technical skills necessary to take on new tasks.